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ABSTRACT

To obtain information on workplace diversity initiatives and programs, 12 diversity experts were interviewed. Participants identified organizational and individual barriers to the advancement of diverse groups in the workplace. The following factors were most likely to influence diversity in the workplace: demographic changes, global marketplace, economics, comfort with being different, a diverse customer base, and equal employment opportunity and affirmative action programs. Four major reasons why organizations manage diversity were as follows: to improve productivity and remain competitive, to form better work relationships among employees, to enhance social responsibility, and to address legal concerns. Best strategies for managing diversity were identified: training, organizational policies that mandate fairness and equity, mentoring programs, nondiscriminatory performance appraisal, outreach programs, and career development programs. Major goals of diversity training were to increase organizational and personal effectiveness. Components of an effective diversity training program included the following: commitment and support from top management, inclusion as part of the organizational strategic plan, meeting organizational needs, qualified trainers, combining with other diversity initiatives, mandatory attendance, creating inclusive programs, providing trust and confidentiality, accountability, and evaluation. Recommendations for human resource development professionals, educators, and researchers were developed. (Contains 72 references.) (YLB)

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NCRVE

National Center for Research in Vocational Education

University of California, Berkeley

Current Status and Future Trends of Diversity Initiatives in the Workplace: Diversity Experts' Perspectives

Diversity in the Workforce Series Report #2

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DIVERSITY IN THE WORKFORCE SERIES REPORT #2: CURRENT STATUS AND FUTURE TRENDS OF DIVERSITY INITIATIVES IN THE WORKPLACE: DIVERSITY EXPERTS' PERSPECTIVE

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MDS-934

Current Status of Diversity Initiatives in Selected Multinational Corporations

The purpose of this study was to provide information on the status of the diversity process in U.S. based multinational corporations that are committed to addressing diversity in the workplace. Eight diversity managers/directors at multinational corporations in Illinois were asked to provide information on their diversity initiatives; the planning, implementation and evaluation of the initiatives; factors assisting in their success; barriers; and future plans. The study revealed that an evolutionary pattern exists for diversity initiatives that has evolved from affirmative action to international diversity. Multinational corporations have a high degree of sophistication in their diversity initiatives, are doing much more than required by law, and it appears that these initiatives will continue to become even more important. By R. M. Wentling, N. Palma-Rivas.
MDS-936

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PREFACE

This is the second report in the Diversity in the Workforce Series sponsored by the National Center for Research in Vocational Education (NCRVE). This series is intended to inform the readers of the dynamics and breadth of workforce diversity issues. In addition, it provides information to educators and people from business and industry. They can use this information to develop practices and guidelines to follow when selecting or assessing workplace environments that are conducive to maximizing the contributions of all workers.

The information on workforce diversity from this series may enable educators to revise their curricula appropriately to reflect changes in the workplace, identify workable strategies for accommodating and managing differences in the workplace, and illustrate for their students the continuing impact of diversity on the organizational culture and climate of corporations.

The information may also assist human resource development professionals or any person in charge of programs dealing with diversity in organizations to better assess the needs of the employees; improve the design, implementation, and evaluation of diversity efforts; and identify initiatives to improve the management of a diverse workforce.

This report is devoted to providing information on diversity initiatives and programs and future trends in addressing diversity in the workplace, as perceived by a panel of diversity experts.

Below is a listing of the four reports included in the Diversity in the Workforce Series:

- Report #1: Diversity in the Workforce: A Literature Review
- *Report #2: Current Status and Future Trends of Diversity Initiatives in the Workplace: Diversity Experts' Perspective*
- Report #3: Current Status of Diversity Initiatives in Multinational Corporations
- Report #4: The Role of Diversity Initiatives in the Successful Transition of Minority Youth into the Workplace

EXECUTIVE SUMMARY

Purpose of the Study

The main purpose of this study was to provide information on diversity initiatives and programs to better understand organizational response to workforce diversity. This study was designed to provide information on the current status and future trends of diversity initiatives in the workplace, as perceived by panel of diversity experts. The study attempted to address the following major research questions:

- What are the barriers inhibiting the employment, development, retention, and promotion of diverse groups in the workplace?
- What are the major factors influencing diversity initiatives in the workplace?
- Why are organizations managing diversity?
- What are the best strategies for organizations to manage diversity?
- What are the components of effective diversity training programs?
- What are the future trends related to diversity in the workplace?

Research Methods

The major method of this research study was in-depth, open-ended telephone interviews with a panel of twelve diversity experts from across the United States. Diversity experts were chosen as participants because they can provide current perspectives and up-to-day knowledge that can not be found in other sources of information. Through telephone interviews, extensive data were collected in order to produce an in-depth understanding of the current status and future trends of diversity initiatives in organizations.

An interview guide was developed to assist in collecting the data from the interviews. A pilot study was conducted with three people knowledgeable on diversity issues in business and industry in order to determine validity and appropriateness of the interview guide.

Initial contacts with the diversity experts were made over the telephone at which time dates, interview appointments, and arrangements were made. Each participant received a letter confirming the telephone interview appointment and a copy of the interview guide two weeks before the scheduled interview. The participants were able to examine the interview questions prior to the interview. The interviews lasted from one to three hours, with an overall average of two hours.

Summary of the Results

The results of this study led to the following conclusions:

- The major barriers that have inhibited the employment, development, retention, and promotion of diverse groups in the workplace can be categorized into two types. The first type of barrier is organizational in nature and comes from the workplace environment. The second type of barrier is individual and comes from the employees themselves.

- The six organizational barriers which are most likely to inhibit the advancement of diverse groups in the workplace are (1) negative attitudes and discomfort toward people who are different, (2) discrimination, (3) prejudice, (4) stereotyping, (5) racism, and (6) bias.

- The six individual barriers that are most likely to inhibit the advancement of diverse groups in the workplace are (1) poor career planning, (2) inadequate skill preparation, (3) lack of organizational political savvy, (4) lack of proper education, (5) low self-esteem, and (6) poor self-image.

- Diversity should be defined in the broadest sense in order to include all the different characteristics that make one individual different from another. Also, another reason for making the definition all-inclusive is that it recognizes everyone as part of the diversity that should be valued.

- The six factors most likely to influence diversity in the workplace are (1) demographic changes, (2) global marketplace, (3) economics, (4) comfort with being different, (5) a diverse customer base, and (6) Equal Employment Opportunity and Affirmative Action programs.

- The four major reasons that organizations manage diversity are (1) to improve productivity and remain competitive, (2) to form better work relationships among employees, (3) to enhance social responsibility, and (4) to address legal concerns.

- The six best strategies for managing diversity are (1) training and education programs, (2) organizational policies that mandate fairness and equity for all employees, (3) mentoring programs, (4) performance appraisal systems that are nondiscriminatory, (5) outreach programs, and (6) career development programs.

- Other important recommendations for managing diversity are to obtain top management support, to integrate diversity into all company functions, to use a combination of strategies, and to create a corporate culture that supports diversity.

- Diversity training needs to begin with increasing awareness of what the concept of diversity is and why it is important. The skill training, then, should provide the specific information needed to create behavior changes that are required to effectively manage and work within a diverse workforce. Then, application strategies and support needs to be provided so that diversity awareness and skills can be applied to improving work performance.

- The major goals of diversity training are to increase organizational effectiveness and personal effectiveness.

- The ten components of an effective diversity training program are (1) commitment and support from top management, (2) inclusion as part of the organizational strategic plan, (3) meeting the specific needs of the organization, (4) utilizing qualified trainers, (5) combining with other diversity initiatives, (6) mandatory attendance, (7) creating inclusive programs, (8) providing trust and confidentiality, (9) requiring accountability, and (10) conducting evaluation.

- The future trends related to diversity include the following: Society will become more diverse and, therefore, the workforce and the marketplace will become more diverse; there will be more globalization of corporations, which will lead to a more global workforce, marketplace, and economy; diverse work teams will be a reality in organizations; diversity will become more of a business concern than a social concern and be more closely linked to competitive strategies; diverse populations will make more money and spend more money and this increase in wealth will

empower diversity; senior managers will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive; more managers will face the challenge of dealing with backlash; and diversity training will be integrated more with other types of training.

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INTRODUCTION

The American workforce is changing, and it is expected to change even more in the near future. This change will represent a movement away from the European-American male and more towards an increased diverse and segmented population (Bolick & Nestleroth, 1988; Carnevale & Stone, 1995; Johnston & Packer, 1987). Demographers have reported that the workforce population will include an increased number of women, more minorities, more aging workers, and people with different lifestyles and varieties of ethnic backgrounds. Increasingly, workplaces will face the same issues and problems that public schools have been facing with regard to understanding and utilizing the full range of human potential within this very diverse population. People from many diverse groups will be working together to keep businesses running competitively (American Demographic, 1997; Baytos, 1995; Griggs, 1995; Jamieson & O'Mara, 1991).

It is expected that the extent to which these demographic workforce shifts are effectively and efficiently managed will have an important impact on the competitive and economic outcome for organizations (Johnston & Packer, 1987; O'Hare, 1993; Poole, 1997; Wheeler, 1995). According to Loden and Rosener (1991), this important change in the workforce will influence the management of organizations because, increasingly, managers will face the challenge of dealing with large numbers of diverse groups in the workplace. Therefore, how well organizations deal with the demographic shift of their workforce, from European-American males to the inclusion of more nontraditional and diverse workers, will directly affect their outcomes (Caudron, 1990). According to Triandis and Bhawuk (1994), only companies that have cultures that support diversity will be able to retain the best talent necessary to remain competitive.

There are numerous ways in which various individuals have defined diversity. Definitions of the term range from narrow to very broad. Narrow definitions tend to reflect Equal Employment Opportunity (EEO) law and define diversity in terms of race, gender, ethnicity, age, national origin, religion and disability (Wheeler, 1994). Broader and more inclusive definitions may also include sexual/affectional orientation; values; personality characteristics; education; language; physical appearance; marital status; lifestyle; beliefs; and background characteristics such as geographic origin, tenure with the organization, economic status, and other ways in which we differ (Carr, 1993; Hayles & Russell, 1997; Triandis, 1994). More precisely, diversity refers to the presence of differing cultures;

languages; ethnicity; races; sexual orientations; religious sects; abilities; classes; ages; and national origins of the peoples in an institution or community such as school, workplace, neighborhood and so forth (*Diversity Dictionary*, 1996).

According to Triandis, Kurowski, and Gelfand (1992), "Managing diversity means changing the culture—that is, the standard operating procedures. It requires, data, experimentation, and the discovery of the procedures that work best for each group. It is more complex than conventional management but can result in more effective organizations" (p. 773). According to Thomas (1992), managing diversity is to empower or enable employees. Managing diversity prescribes approaches that are philosophically broad enough to encompass all dimensions of diversity (p. 315). Managing diversity also emphasizes managerial skills and policies needed to optimize and emphasize every employee's contribution to the organizational goals (Henderson, 1994). Leach, George, Jackson, and LaBella (1995) used the term "working with diversity" in place of "managing diversity." They implied that working with diversity "calls forth the challenge to be curious, inquire, interact, reflect, and experiment. It requires individuals to be respectful, curious, patient, and willing to learn" (p. 3).

Increases in competition and demographic changes have convinced many business leaders that diversity should be an essential part of their business strategy (Carnevale & Stone, 1995; Cox, 1991; Fernandez, 1993; Jackson & Alvarez, 1992). According to Loden and Rosener (1991), leading-edge organizations have numerous unique efforts under way to deal with their diverse workforce. Some common practices that distinguish these organizations from others include diversity linked to strategic vision; systems and procedures that support diversity; ongoing monitoring of personnel recruitment, promotion, and development; organizational commitment to technical reeducation; awareness education as an organizational priority; rewards based on results; enhanced benefits; reinforcement of the value of diversity in hiring and promotions; and attention to subtle reinforcers of the homogeneous ideal. Other organizations connect performance appraisal ratings, compensation, and even annual bonuses to the achievement of the goals of diversity programs (Caudron, 1992).

Managers who want their organizations to remain competitive are concerned about how to develop and implement various programs to recruit and retain a more diverse body of employees (Jamieson & O'Mara, 1991). In spite of the rapid growth and interest in

diversity, Armitage (1993) stated that "organizations are scrambling to develop diversity programs but find little concrete guidance" (p. 3). Similarly, Noe and Ford (1992) reported that "while training for diversity has increased in popularity, no systematic empirical research regarding the effectiveness of diversity programs has been published" (p. 358). (For a more detailed literature review, refer to Diversity in the Workforce Series: Report #1: *Diversity in the Workforce: A Literature Review* [MDS-934].)

Increasingly, organizations face the challenge of managing programs to accommodate a diverse workforce. It is, therefore, essential that people from business and industries understand what types of environments are conducive to the employment, retention, and promotion of diverse groups to ensure productivity and remain competitive.

The purpose of this study was to provide information on diversity initiatives and programs in order to better understand organizational response to workforce diversity. This study was designed to provide a knowledge base regarding the diversity processes utilized by organizations to help educators and people from business and industry better understand the current status and future trends of diversity initiatives in organizations, as perceived by a panel of diversity experts.

For both the public and private sector, the information from this study has lead to a deeper understanding of the diversity process within organizations. This understanding has provided insight and direction for improving practice not only in the field of human resource development and management, but also in the field of education. The information provided by this study can enable educators to revise their curricula appropriately to reflect changes in the workforce, identify workable strategies for accommodating and managing differences in the workplace, and illustrate for their students the continuing impact of diversity on organizations. The information from this study can also enable human resource development professionals or any person in change of diversity initiatives in organizations to better assess the needs of the employees; improve the design, implementation, and evaluation of diversity efforts; and identify strategies to improve the management of a diverse workforce.

RESEARCH QUESTIONS

The purpose of the study led to the formulation of the following major research questions:

- What are the barriers that have inhibited the employment, development, retention, and promotion of diverse groups in the workplace?
- What are the major factors influencing diversity initiatives in the workplace?
- Why are organizations managing diversity?
- What are the best strategies for organizations to manage diversity?
- What are the components of effective diversity training programs?
- What are the future trends related to diversity in the workplace?

METHODOLOGY

The major method of this research study was in-depth, open-ended telephone interviews with a panel of twelve diversity experts from across the United States. Diversity experts were chosen as participants because they can provide current perspectives and up-to-date knowledge that can not be found in other sources of information. Therefore, this study used the key-informants approach for collecting data. Key-informants are selected because they are knowledgeable about the topics being researched. They are also able and willing to communicate their knowledge (Kumar, Stern, & Anderson, 1993). According to Borg and Gall (1989), using the key-informant approach has many advantages. Key-informants can "provide insights that no amount of observation would reveal. They can also provide insights into processes, sensitize the researcher to value dilemmas, and help the researcher see the implications of specific findings" (p. 399).

Through telephone interviews, extensive data was collected in order to produce an in-depth understanding of the current status and future trends of diversity initiatives in organizations. The data provided by the participants consisted of words in the form of rich

verbal descriptions (qualitative data) as well as quantitative data. The quantitative data was utilized to provide the basic research evidence, while the qualitative data was used to round out the picture and provide examples.

Instrument

An interview guide was developed to assist in collecting the data from the interviews. The interview guide was divided into the six following sections: (1) barriers, (2) factors influencing diversity, (3) importance of managing diversity, (4) strategies for managing diversity, (5) diversity training programs, and (6) future trends related to diversity.

A study advisory committee, made up of three human resource development (HRD) educators reviewed the interview guide and study procedures. Also, a pilot study was conducted with three people knowledgeable on diversity issues in business and industry in order to determine content validity and appropriateness of the interview guide. These individuals were not part of the panel of experts. There was agreement by the study's advisory committee and the pilot test participants that the interview guide and the data being collected were appropriate for meeting the objectives of the study.

Sample and Data Collection

To carry out this study, a purposive sampling technique was used. The researchers conducted telephone interviews with twelve diversity experts from across the United States (West Coast, Midwest, and East Coast). Through an extensive in-depth literature review, a list of twenty diversity experts was developed. (Refer to Diversity in the Workforce Series: Report #1: *Diversity in the Workforce: A Literature Review* [MDS-934].) The list of the twenty diversity experts was compiled by the frequency that their names appeared in the diversity literature. Then twelve diversity experts from the list were selected based on the following criteria: had experience on working with diversity programs in both public and private sectors, published articles and/or books in the field of diversity, had conducted research on diversity aimed at "real work" applications, served as active diversity

consultant with corporate and public-sector clients, and had been involved in diversity work closely related to the topic of this study.

Initial contacts with the diversity experts were made over the telephone at which time dates, interview appointments, and arrangements were made. Each participant received a letter confirming the telephone interview appointment and a copy of the interview guide two weeks before the scheduled interview. The participants were able to examine the interview questions prior to the interview. The telephone interviews were conducted by the researchers from February to April of 1996. During the telephone interviews, the researchers used the guide to focus the data-collection process. Flexibility was retained to probe into each participant's statements and replies and to pursue additional issues related to the focus of the study that were not included in the interview guide. With permission from the participants, the telephone interviews were tape recorded and extensive notes were also taken during each interview. The interviews lasted from one to three hours, with an overall average of two hours.

The interview data from the tapes were transcribed verbatim. The data were then content-analyzed. Content analysis is a research technique for systematically examining the content of communications—in this instance, the interview data. Participants' responses to interview guide questions and related issues that arose during the interview process were read and put together as complete quotations and filed according to the topic or issue addressed. Namely, the information was sorted into categories. Responses were analyzed thematically with emergent themes ranked by how frequent they were mentioned and subsequently categorized. The content analysis of the interview data was completed manually and with computer assistance using the software Excel.

To assist in ensuring the reliability of the interview data collected, the researchers invited an experienced diversity manager from an organization to review the interview data from two of the diversity experts and to identify the various diversity factors in the text. There was unanimous agreement between the researchers and the diversity manager regarding the factors identified in the text.

RESULTS

The results of this study are summarized in six sections: (1) barriers that have hindered the advancement of diverse groups in the workplace; (2) factors influencing diversity initiatives in the workplace; (3) reasons organizations value and manage diversity; (4) best strategies for organizations to value and manage diversity; (5) definition, goals, and components of effective diversity training programs; and (6) future trends of diversity programs in organizations.

Barriers to Advancement

The diversity experts were asked about their perceptions regarding the barriers that have inhibited the employment, development, retention, and promotion of diverse groups in the workplace. The participants identified two types of barriers: organizational, coming from the workplace environment, and individual coming from the employees themselves.

Organizational Barriers

There was consensus among the experts that the following six organizational barriers were most likely to inhibit the advancement of diverse groups in the workplace: (1) negative attitudes and discomfort towards people who are different, 10 (83%); (2) discrimination, 9 (75%); (3) prejudice, 9 (75%); (4) stereotyping, 8 (67%); (5) racism, 7 (58%); and (6) bias, 6 (50%).

Discomfort and negative attitudes towards people who are different (83%) was one of the most frequently mentioned external barriers. The diversity experts indicated that, consciously and unconsciously, people in general tend to feel more comfortable around people who are like themselves. As a result, most people choose to associate with those who are like them rather than with those who are different. It is easier to relate to someone with the same values, personality, attitude, looks, and perceptions. Discomfort may also come from prejudice or lack of familiarity with diverse people. This sometimes results in widespread belief that people who are different are inferior and not as qualified as themselves. When working with diverse people, some individuals begin with the negative assumption that being different is a deficiency that must be minimized or overcome.

The second most frequently mentioned organizational barriers were discrimination (75%) and prejudice (75%). The diversity experts expressed that ethnic and sex differences are sometimes viewed as weaknesses by some people, which may limit the advancement opportunities for women and people of color. Differences are seen as liabilities. They may be stereotyped as being less intelligent, less hard working, and less committed; therefore, less is expected from them.

Stereotyping (67%) was also an organizational barrier that was frequently mentioned. According to the diversity experts, people of color, women, gays, and people with disabilities as well as other diverse people are not as successful as they could be because stereotypical behavior is still very prevalent in our society. Overall, people who are different are more likely to be discriminated against.

Another frequently mentioned organizational barrier was racism (58%). The diversity experts believed that minority groups such as African Americans, Hispanics, Asian Americans, and Native Americans have all faced some sort of racism and discrimination that have hindered their opportunities. They indicated that race has been an important word through history and has many times been used as a device for excluding. In addition, the diversity experts felt that, regardless of how bright and capable minorities might be, opportunities have many times been denied to them solely based on their race. Although opportunities for minority groups are slowly improving, the United States has a long way to go in achieving equality for all its citizens.

Bias (50%) was another organizational barrier that was frequently mentioned. The diversity experts felt that very often women and minority groups' opportunities for advancement are hindered by obstacles that are posed by management personnel who practice bias in job assignments, evaluation, and performance review and in recommendations for promotions. Biased behavior often make white male decisionmakers reluctant to assign women and minorities challenging, high-profile jobs that have potential for adding credibility to their track record. These white male decisionmakers, because of biases, tend to favor other white male subordinates and consider women and minorities inadequate for key assignments and promotions.

Individual Barriers

There was also consensus among the experts that the following six individual barriers were likely to hinder the advancement of diverse groups in the workplace: (1) poor career planning, 6 (50%); (2) inadequate skill preparation, 5 (42%); (3) lack of organizational political savvy, 4 (33%); (4) lack of proper education, 4 (33%); (5) low self-esteem, 3 (25%); and (6) poor self-image, 3 (25%).

Poor career planning (50%) was the most frequently mentioned individual barrier. According to the diversity experts, minorities many times do not have the proper guidance to approach the world of work. Minorities often do not take control of their careers and develop career strategies. They may not know their career options or even how to pursue them. The experts also felt that lack of mentors and role models hinder the career planning of minorities. According to the experts, without the kind of career guidance often provided by mentors or a systematic career planning program, it is easy for minorities to choose certain job assignments for the wrong reasons. Minorities are more likely to make unwise career decisions for lack of proper career planning.

The second most frequently mentioned individual barrier was inadequate skill preparation (42%). The experts felt that minorities need to know what skills are required to accomplish their job effectively. Then, they need to acquire the knowledge and skills that make it possible for them to understand, enter, and compete effectively within a workplace environment. According to the experts, although minorities often are hired into dead-end positions and/or passed over for promotion, there are many times when they are in jobs that have promotion opportunities but lack the skills and experience for advancement. Very often minorities are misplaced in jobs and poorly trained after placement. Women and minorities need to participate in on-the-job training, formal training, and employer-sponsored outside study in order to obtain the additional training needed for advancement.

Lack of organizational political savvy (33%) was also mentioned as an individual barrier. The diversity expert indicated that minorities often have difficulty conforming to company norms, fitting in, adapting to the organization's culture, knowing who to approach for support, or determining the organization's informal power structure. According to the experts, this difficulty occurs for minorities primarily because established political systems and networks are composed of white men and are not available to minorities.

Lack of proper education, (33%) was also identified as an individual barrier. According to the diversity experts, insufficient education is a major barrier that blocks advancement for many people belonging to minority and ethnic groups. Many minority groups do not attain the education needed to get ahead in the workplace. The diversity experts felt that technological changes, continuing shifts from manufacturing to service industries, and many jobs that now demand high levels of technical knowledge and skill make it a necessity for minorities to obtain a good education. The diversity experts believed that a good education will help minorities improve their prospects in the workplace and equip them with the skills needed to compete more effectively in the job market. According to the diversity experts, a good education will increase job wages and job opportunities for minorities.

Low self-esteem (25%) and poor self-image (25%) were other individual barriers mentioned. The diversity experts indicated that often the combination of organizational and individual barriers tend to have a negative affect on the self-esteem and self-image of minorities. The notions of these barriers can be so pervasive that they sometimes affect minorities perceptions of themselves.

The diversity experts believed that organizational and individual barriers are interrelated. One expert gave this example:

> Minority youths may come to school dressed in a style that is not traditional and not always speak proper English. This may raise negative stereotypical images that are associated with being poor students. The teachers may not be trained to deal with minority youths and, therefore, evaluate them poorly because they are different. The result may be that the minority youths feel insulted, demeaned, biased and discriminated against and then respond in a variety of ways which may be interpreted negatively. This may create more prejudice and stereotyping toward these students. This may result in poor school grades, and when their academic record is not good, that becomes a major barrier. When minority youths get negative feedback on their performance, they may get discouraged and not reach their full potential. This deteriorates their self-esteem and self-image. When minorities enter the workforce a similar type of situation may occur.

Factors Influencing Diversity Initiatives

The diversity experts were asked to define diversity and to identify the major factors that are influencing diversity initiatives in the workplace. There was agreement among all the experts that diversity should be defined in the broadest sense in order to include all the different characteristics that make one individual different from another. The experts felt that the major reason for defining diversity so broadly is that it is all-inclusive and recognizes everyone as part of the diversity that should be valued. One diversity expert summarized by stating that, "Diversity is all the ways in which we differ." Another diversity expert advised to, "Define diversity from the individual point of view and not from the group." According to two (17%) diversity experts, defining diversity too broadly can be troublesome because it may become too "unmanageable" or too "abstract." This can also become an excuse for employers to avoid dealing with specific diversity problems. Two of the diversity experts agreed that the definition of diversity depends on the specific needs of the organization and how diversity is affecting the employees and the organization.

The six major factors most frequently mentioned by the experts as influencing diversity initiatives in the workplace are (1) demographic changes, 11 (92%); (2) global marketplace, 10 (83%); (3) economics, 7 (58%) (4) people today are more comfortable being different, 6 (50%); (5) a diverse customer base, 6 (50%); and (6) Equal Employment Opportunity and Affirmative Action programs, 4 (33%).

Demographic Changes

Demographic changes (92%) was the most frequently mentioned factor influencing diversity initiatives in the workplace. Demographic changes that were mentioned by the experts included immigration, the baby boom (the great increase in birth between 1946 and 1964), increase in women workers, increase in minority workers, increase in older workers, and more people with disabilities in the workplace. The diversity experts indicated that there has been tremendous growth of minorities, women, and immigrants in the American workforce, which has resulted in a multinational workforce. According to the diversity experts, with the pace of change currently taking place throughout the labor force, it is no longer possible for organizations to ignore the impact of diversity. If organizations are to remain competitive, they must create a work environment that develops and utilizes the many talents and perspectives that diverse people have to offer.

Global Marketplace

The global marketplace (83%) was also frequently mentioned as a major factor influencing diversity initiatives in the workplace. The diversity experts felt that the globalization of many American corporations has raised the need for a multicultural perspective to compete successfully abroad. These companies need to deal with employees, customers, and suppliers around the world. Many companies are providing skills and cultural awareness training to help their employees be more knowledgeable, understanding, and sensitive to the differences that may exist between themselves and people from other countries. According to the experts, for a corporation to compete successfully in the global marketplace, it must develop systems and human resource practices that reflect a respect and value of a diverse workforce and customer base. Regardless of whether an American company is competing domestically or internationally, diversity has a major role in the way work gets done and the way consumer goods and services are bought and sold.

Economics

Another major factor frequently identified by the diversity experts was economics (58%). According to the diversity experts, diverse populations now make up a large percentage of the American customer base. In addition, diverse customers are now earning more money and can afford more and are willing to pay more to get what they want. For organizations to remain competitive in this new economy, they must have a diverse workforce that works well together and that can interact successfully with an equally diverse population of customers. The experts indicated that organizations cannot afford to ignore diversity in the workplace or marketplace because it is a matter of economic survival.

People More Comfortable Being Different

People more comfortable being different (50%) was another factor that was frequently mentioned by the diversity experts. The experts noted that the vast workforce is represented by very diverse groups of people. These people bring to the workplace a variety of experiences, values, cultures, physical abilities, religions, work styles, and so forth. They are no longer willing to deny their differences in order to assimilate into the organization's mainstream. They want to maintain their uniqueness and still receive the respect and support of the people they work with. They essentially want to be given the

opportunity to use their talents and full potential and not have to pretend to be somebody else.

Diverse Customer Base

Diverse customer base (50%) was a factor that was also frequently mentioned by the experts. The diversity experts indicated that the diversity that exists in American society is also reflected in marketplace. Diverse customers are more complex and differ in their needs, tastes, and desires. To understand and respond properly to a diverse customer base, businesses need to make their own workforce more diverse. According to the experts, by having employees who represent the diverse marketplace, organizations can communicate and serve diverse customers more effectively. One diversity expert stated that "[o]rganizations are now starting to realize that they cannot address diversity in the marketplace without also addressing diversity in the workplace."

Equal Employment Opportunity and Affirmative Action Programs

Equal Employment Opportunity and Affirmative Action programs (33%) were also identified by the diversity experts as a major factor influencing diversity in the workplace. The diversity experts believe that the effective implementation of Equal Employment Opportunity (EEO) and Affirmative Action (AA) programs has created a very diverse workforce for some organizations. According to the experts, while EEO/AA laws have greatly increased the recruitment and hiring of diverse groups in the workplace, they have done very little to ensure their promotion and retention. Companies who have been successful as EEO/AA employers are now realizing that the diverse workforce that they created needs to be better valued and managed in order for them to fully maximize their human resource potential and increase their competitive edge.

Why Organizations Manage Diversity

According to the diversity experts interviewed, there are four major reasons why organizations manage diversity. The four major reasons are (1) to improve productivity and remain competitive, 12 (100%); (2) to form better work relationships among employees, 8 (67%); (3) to enhance social responsibility, 6 (50); and (4) to address legal concerns, 5 (42%).

To Improve Productivity and Remain Competitive

There was agreement among all the diversity experts that improving productivity and remaining competitive (100%) was the major reason for organizations to manage diversity. To be more profitable and cost-effective; to have a more productive, creative and innovative workforce; to be able to attract and retain the best employees; to have lower levels of absenteeism and turnover; to be more capable of serving a diverse customer base; and to be more capable of competing globally are examples given for improving productivity and remaining competitive. One expert said, "Diversity in America is a reality. Organizations that do not manage diversity well will be at a disadvantage. On the contrary, organizations that are sensitive to diversity will be best able to attract and retain the best available human resources." According to the diversity experts, as women, minorities, and other diverse groups become an increased share of available workers, it becomes more important for organizations to be successful in hiring and retaining workers from these groups. Organizations that are receptive to diverse employees are more likely to better understand the diverse market needs of both domestic and global customers and, therefore, compete more effectively.

To Form Better Work Relationships Among Employees

To form better work relationships among employees (67%) was another frequently mentioned reason for organizations to manage diversity. Better interaction and communication among employees, more effective work teams, more motivated employees, less conflict and misunderstanding among employees, and more satisfied and happy employee were mentioned as ways of forming better work relationships among employees. According to the experts, unless employees understand, respect, and value one another, organizations cannot develop trust and cooperation among employees, which is the key for an effective work environment with productive work teams. Well-managed diversity leads to effective work teams, which in turn lead to the development of high quality products and services. The extent to which an organization functions effectively is dependent on effective interactions among its people.

Social Responsibility

Social responsibility (50%) was also frequently mentioned as a reason for managing diversity. The diversity experts indicated that socially responsible managers want their corporations to act in ways that benefit society. For these companies, managing

diversity is a social responsibility because they see society as being diverse and if they are to function effectively, they believe they need to utilize and integrate all the different groups in society. According to the experts, these companies focus on creating more open, flexible, responsive, and responsible work environments, where employees can be happier and more satisfied, which they believe will eventually affect their bottom line in a positive way. They want their organizations to be agents for change, to make the world a better place for all members of society.

Legal Concerns

Legal concerns (42%) were another frequently mentioned motive for managing diversity. The reduction or prevention of discrimination lawsuits related to gender, race, age, religion, disability, and sexual harassment were cited. According to the diversity experts, organizations that effectively value and manage diversity are more likely to reduce or prevent costly lawsuits. Lawsuits related to areas of diversity litigation such as sexual harassment, race discrimination, and gender bias can cost organizations millions of dollars. Lawsuits also have other negative effects on organizations such as increased turnover, absenteeism, low morale, and low productivity. The experts felt that in the past, large settlements to discrimination claimants might not have been necessary if the organizations had taken action to promote diversity. Short- and long-term savings in personnel and legal costs can make diversity an important business strategy for an organization.

Best Strategies for Managing Diversity

The diversity experts were asked to identify the best strategies for managing diversity. The six best strategies for managing diversity most frequently mentioned by the experts included developing (1) training and education programs, 10 (83%); (2) organizational policies that mandate fairness and equity for all employees, 8 (67%); (3) mentoring programs, 7 (58%); (4) career development programs, 6 (50%); (5) performance appraisal systems that are non-discriminatory, 5 (42%); and (6) outreach programs, 4 (33%).

Training and Education Programs

Training and education programs (83%) was the most frequently mentioned strategy for managing diversity. Training and education was considered important for such areas as awareness building, skill building, helping employees understand the need for and meaning of managing and valuing diversity, educating employees on specific cultural differences and how to respond to differences in the workplace, providing the skills necessary for working in diverse work teams, improving employee understanding of the cultural mix within the organization, assisting employees in learning about the culture and the community the organization is serving, and providing skills and development activities necessary for diverse groups to be able to integrate within the organization and do their job effectively and have the opportunity for advancement. According to the diversity experts, organizations need to provide employees with the most important skills for operating in a multicultural environment and that is for employees to understand themselves as well as others' cultures, values, beliefs, attitudes, behaviors, and strengths and weaknesses. Employers must invest constantly in all employees in terms of training and improvement of competencies so that employees can work most effectively in a diverse workplace.

Organizational Policies

Development of organizational policies that mandate fairness and equity for all employees (67%) was also a strategy that was mentioned frequently by the experts. The diversity experts indicated that revising organizational policies and procedures so that they support diverse needs is one of the most critical areas for initiatives. According to the experts, the range of possibilities is very broad and could, for example, include changing recruiting policies to focus on recruiting women, people of color, older workers, and people with disabilities. Other examples given by the experts of areas in which policies could be changed to support diversity included implementing flexible work schedules, ensuring pay equity for all workers, and providing child and elder care. One diversity expert stated that "companies need to change their organizational cultures and develop new policies and systems to accommodate for the changes taking place in the workplace. This does not mean lowering standards, but changing the way companies do business to assure that everybody can use their full potential."

Mentoring Programs

Developing mentoring programs (58%) was also frequently mentioned as a strategy. According to the diversity experts, mentoring programs for minority employees are extremely important. Minority employees need mentors who will assist them in understanding the organization's standards, offer feedback on their performance, make them aware of organizational norms and politics, suggest strategies for advancing in their careers, and encourage them to meet high performance standards. The experts felt that companies need to have formal mentoring programs because otherwise the mentoring for minority employee does not tend to happen. People have a tendency to mentor people who are like themselves. Therefore, if minorities come into the workplace and there are not people like them in top level positions, they are not likely to obtain a mentor on an informal basis.

Career Development Programs

Career development programs (50%) was another strategy frequently mentioned. According to the diversity experts, for companies to create an environment that is fair and equitable and to develop trust, loyalty, and commitment among all employees, they must develop more systematic employee career planning and guidance programs. One expert stated that "[h]uman resource professionals need to be available to guide employees through the career planning process. It is important for employees to understand their strengths and weaknesses in order for them to more effectively establish their career goals and objectives." The experts felt that poor career planning opportunities is one of the main reasons minority and women employees fail to advance in many organizations. They indicated that, when career guidance and information is provided to all employee, it enables minorities and women to compete more effectively with other employees by using these resources to obtain career information that may otherwise not be available to them.

Performance Appraisal Systems

Developing performance appraisal systems that are nondiscriminatory (42%) was also identified as a major strategy for managing diversity. The diversity experts felt that performance appraisals should be as objective as possible in order to remove potential for bias and discrimination. One expert stated that "a possible way to assure that performance appraisal systems are nondiscriminatory is to have performance evaluation procedures that include input from many sources such as customers, clients, direct reports, peers, and

supervisors. If only one key evaluator influences the performance evaluations bias and discrimination is more likely."

Outreach Programs

The diversity experts also favored outreach programs (33%) as a strategy for managing diversity. Programs such as community involvement, internship programs, scholarships, targeting recruitment in the community, lectures at schools, adopting schools, and the creation of partnerships with schools were mentioned by the experts. According to the diversity experts, what an organization does to educate its own employees is crucial; but beyond those types of initiatives, they believed that organizations need to go back into the community and become involved in educational activities at the elementary, secondary, and postsecondary schools. This could involve having managers, executives, and other organizational employees go to schools and talk to students about careers, work habits, and the whole process of surviving in a diverse workplace. In addition, teachers could have students go into work settings as part of their educational activities. The experts emphasized that educational institutions and business organizations in collaboration need to start early in providing individuals with the skills necessary to succeed in a diverse workplace.

Other Recommendations for Managing Diversity

All the diversity experts agreed that not all organizations should approach the issue of managing diversity in the same manner. They emphasized that organizations need to implement diversity strategies that are most suitable for their needs. The diversity experts also gave the following recommendations for effectively managing diversity.

Obtain Top Management Support

The majority (92%) of the diversity experts felt that top management commitment and support is essential for building and managing diversity effectively. The experts felt that top managers need to get directly involved verbally, personally, and behaviorally. They need to lead by example and hold themselves and others accountable for achieving corporate goals and objectives related to diversity. The diversity experts warned not to proceed without top management commitment because diversity initiatives will have little impact if employees view management as not supportive of diversity efforts. Commitment

takes time to develop, and top managers need to understand the benefits and process involved in managing diversity.

Integrate Diversity Into All Company Functions

The majority (58%) of the diversity experts believed that linking diversity efforts with strategic business objectives is essential. Integrating diversity learning objectives into existing training programs was given as an example by several of the experts. This integration takes place when diversity concepts are implemented into training programs that already exist within the organization. In other words, diversity needs to be embedded into the company's strategic training system. One of the diversity experts stated that "[c]oordination of diversity efforts need to be assigned to a competent leader who can build relationships across functions and different levels of the organization."

Use a Combination of Strategies

The majority (58%) of the diversity experts felt that no single strategy or activity, used in isolation, is likely to constitute an adequate approach for managing diversity effectively. According to the experts, what is needed is a careful selection of initiatives adapted to organizational needs, tied to business goals, and used strategically in an ongoing manner. Issues of managing diversity need to work their way through the strategic planning process of the organization. One expert stated that "diversity initiatives should not be fixed and should be modified over time as an organization's needs change. This mean that an organization's diversity strategies need to be assessed and reassessed on an ongoing basis."

Create a Corporate Culture That Supports Diversity

Fifty percent of the diversity experts agreed that organizations need to create a culture in which all employees take responsibility and ownership for diversity. All employees need to recognize they are part of the problem as well as the solution. One expert stated that "[o]rganizations need to create a culture where racism, sexism, and discrimination are not tolerated. The company's mission statement should make it clear that diversity needs to be valued, honored, and differences respected."

Definition and Goals of Effective Diversity Training Programs

The diversity experts were asked to define diversity training and to identify the goals of effective diversity training programs. There was agreement among all the experts that diversity training is one of the most widely used strategies for addressing diversity in the workplace. There was also consensus among all the experts that the definition of diversity training should include awareness, skill, and application. According to the diversity experts, diversity training should began with increasing awareness of what the concept of diversity is and why it is important. The skill training then provides the specific information needed to create behavior changes that are required to effectively manage and work within a diverse workforce. Then, application strategies and support need to be provided so that diversity awareness and skills can be applied to improve work performance, customer relationships, productivity, interpersonal communication, and so forth.

The most frequent responses by the diversity experts regarding the goals of effective diversity training programs were categorized into two major goals: (1) to increase organizational effectiveness, 10 (83%), and (2) to increase personal effectiveness, 8 (67%).

Increase Organizational Effectiveness

Some of the goals frequently mentioned by the experts related to increasing organizational effectiveness included connecting the diversity training to the organization's strategic goals, improving productivity, increasing profitability, gaining and keeping market shares, cutting costs, increasing the organization's competitive edge, and improving organizational culture. According to the diversity experts, an organizational climate that emphasizes fairness and equity and promotes trust, respect, and understanding among all employees, motivates individuals to maximize their individual performance and contributions to an organization's profitability and competitive edge.

Increase Personal Effectiveness

The experts mentioned a large number of goals related to increasing personal effectiveness. Some of those cited included providing awareness building, promoting effective intercultural communication, improving morale, building trust in all employees,

developing understanding and respect for differences, helping employees understand their strengths and weaknesses, reducing differential treatment, and building skills needed to more effectively work within a diverse workplace. According to the diversity experts, a major goal of diversity training is to build trust and respect in all employees—to create an open problem-solving climate in which diversity issues are confronted and clarified, both in and between groups. One of the experts stated that "the major goal of diversity training should be to reduce workplace diversity illiteracy by providing employees with an awareness of diversity and its impact on organizational structures and systems, management styles, decision making, and interpersonal skills."

Components of Effective Diversity Training Programs

The diversity experts were also asked to identify the components of effective diversity training programs. The following components were most frequently mentioned by the experts: (1) commitment and support from top management, 12 (100%); (2) inclusion as part of the organizational strategic plan, 8 (67%); (3) meeting the specific needs of the organization, 8 (67%); (4) utilizing qualified trainers, 7 (58%); (5) combining with other diversity initiatives, 7 (58%); (6) mandatory attendance, 6 (50%); (7) creating inclusive programs, 6 (50%); (8) providing trust and confidentiality, 6 (50%); (9) requiring accountability, 6 (50%); and (10) conducting evaluation, 6 (50%).

Get Commitment and Support From Top Management

Commitment from top management was the component that all the diversity experts agreed on. The experts stated that top management's role should include such things as communicating throughout the organization the importance of diversity and reasons diversity training is being offered, emphasizing how diversity is linked to the organization's overall business goals, participating in defining and interpreting the issues surrounding diversity in order to shape the direction of the efforts, listening and responding to employees on diversity issues, providing resources to support diversity training, modeling ways to effectively manage diversity, and providing incentives for effectively managing diversity. According to the diversity experts, top executives need to start by setting an example for others in the organization to follow. They need to show others through their actions how important diversity is to them and the organization. Allocating

resources to help ensure the success of diversity initiatives is one way top management can emphasize the importance of diversity to the organization.

Inclusion as Part of the Organizational Strategic Plan

Sixty-seven percent of the experts believed that, to have better results, diversity training initiatives need to be included as part of the organizational strategic plan. According to the diversity experts, for diversity training to work efficiently and effectively, it must be connected to organizational needs and business objectives. Diversity training efforts will not be successful and cost-effective if they are not directly tied to the business strategy for managing organizational change and improving productivity.

Meeting the Specific Needs of the Organization

The majority of the experts (67%) agreed that organizations should identify the particular needs within their organizations before conducting diversity training. They felt that the process of identifying the organization's unique needs and the cultural climate are critical steps before developing and implementing training. For example, one expert stated that "[t]he needs assessment component is extremely important because it gives the organization the opportunity to carefully assess what type of training is most appropriate for their employees. If organizations do not conduct needs assessment, training may focus on issues that are not real problems in the organization, which may result in waste of resources without achieving desired results."

Utilizing Qualified Trainers

Utilizing qualified trainers (58%) was frequently mentioned by the diversity experts as an important component of an effective diversity training program. According to the experts, diversity trainers need to have both professional/academic skills and personal/interpersonal skills. The professional/academic skills mentioned by the experts included needs assessments, evaluation, program development, group dynamics, knowledge of business terms, social psychology, cultural change, organizational behavior, industry, and historical diversity issues. The personal/interpersonal skills mentioned by the experts included communication skills, presentation skills, ability to understand different cultures, ability to understand others' diversity issues (as well as their own), ability to handle conflict and hostility while remaining neutral, be open-minded and empathetic, respect differences and be committed to diversity, utilize an inclusive philosophy, sensitive to

individual differences and organizational needs, and have extensive experience in dealing with diversity issues. According to the diversity experts, selecting a diversity trainer is a very important decision because diversity issues are emotionally volatile, sensitive, and require a person who is well versed in both the subject matter and the techniques necessary to diffuse conflict and reduce resistance.

Combining with Other Diversity Initiatives

Fifty-eight percent of the experts felt that diversity training, to be most effective, needs to be combined with other diversity initiatives. According to the experts, diversity training should only be one part of an organization's comprehensive diversity strategy and should not stand alone. In isolation, diversity training is not likely to have a major impact; but as part of an overall strategy, it can help move an organization forward by helping to maximize the potential of all employees. One expert had this to say: "Linking diversity training to existing training programs such as leadership training, team building, total quality management, and employee empowerment and participation will increase its effectiveness."

Mandatory Attendance

Fifty percent of the diversity experts felt that diversity training should be made mandatory for all employees. They believed that all employees should be exposed to diversity issues and their impact on them and the organization. According to the experts, mandatory attendance shows a higher level of support and commitment to making the diversity training succeed. Mandatory attendance is especially important for top level managers because it increases the probability that they will model ways to effectively manage diversity to others in the organization.

Creating Inclusive Programs

Fifty percent of the diversity experts believed that diversity training programs are more effective when they are inclusive and do not exclude any individual or group. The experts indicated that diversity training should create an all-inclusive environment and should go beyond protected class differences because all employees bring their differences to the workplace. All employees should feel comfortable expressing their attitudes and views, including white males. According to the experts, diversity training efforts that

exclude part of the workforce run the risk of alienating certain people, which can impede the commitment and support for diversity.

Providing Trust and Confidentiality

Establishing an environment of trust and confidentiality (50%) was frequently mentioned by the diversity experts as a critical component of an effective diversity training program. According to the experts, trust and confidentiality are essential parts of professionalism for diversity trainers. It is of ultimate importance for minimizing risks to the organization and its participants. Trust and confidentiality should be established in the beginning of all training sessions. The experts felt that setting rules such as respect other people's opinions, keep all classroom discussions confidential, be empathetic, and respect differences are important for creating an effective learning environment.

Requiring Accountability

Requiring accountability (50%) was another component that was frequently mentioned by the experts. Some of the accountability practices identified by the experts were establishment of linkages between diversity goals and performance evaluations, inclusion of diversity in promotion decisions, inclusion of diversity in determining managers' compensation, inclusion of diversity in the organization's mission statement, linking diversity performance to other corporate objectives, and rewarding employee behavior that reinforces diversity. According to the diversity experts, accountability practices are needed to support and enforce diversity initiatives because they provide a means for employees to more actively foster diversity.

Conducting Evaluation

Fifty percent of the experts agreed that evaluation should be conducted as part of an effective diversity training program. They felt that evaluation provides an opportunity to assess the effectiveness of the diversity training that the organization has provided. Most experts considered long-term evaluations more effective than short-term evaluations. They felt that long-term evaluation provides follow-up information about the short-term effects of diversity training as well as more in-depth information about how the changes in attitudes and behaviors have affected the organizational culture and the way employees interact with each other and perform their jobs. According to the experts, without specific information about a diversity training program's strengths, weaknesses, and impacts, it is impossible to

make changes to improve content and delivery. One expert stated that "[e]valuating diversity training programs is not only important for determining the return on investment, but also evaluation is valuable for the trainees in giving feedback on their accomplishments and also trainers in that it demonstrates the strengths and weaknesses of the training, which can be used to make improvements."

The following are suggestions that were given by the experts to consider when evaluating diversity training programs. First, diversity training impact can be measured by considering its impact on customers. From the market perspective, the experts advised monitoring how employees deal with diverse customers, customer satisfaction, market share, and the number of complaints. Second, according to the experts, the work environment can be measured by monitoring employee satisfaction, employee knowledge of diversity, complaints about diversity issues and discrimination lawsuits, work group performance, change in organizational culture, and employee absenteeism and turnover. Third, managerial performance can be measured by monitoring recruitment and retention of diverse employees, presence of diversity at different management levels, promotion rates of diverse employees, and profit and productivity. One expert pointed out that "evaluation is one of the most important ways of providing accountability and support for continuing with diversity training programs."

Future Trends

The diversity experts were asked to identify the future trends related to diversity. The eight future trends most frequently mentioned by the experts are (1) American society will become more diverse, 11 (92%); (2) there will be an increase in globalization of corporations, 10 (83%); (3) diversity will become more of a business issue, 8 (67%); (4) diverse work teams will be a reality in organizations, 7 (58%); (5) there will be an increased involvement of senior managers in diversity issues, 7 (58%); (6) minorities will make more money; 6 (50%); (7) more managers will face the challenge of dealing with backlash, 6 (50%); and (8) diversity training will be integrated with other types of training, 6 (50%).

American Society More Diverse

The future trend most frequently mentioned by the diversity experts (92%) was that American society will become more diverse. According to the experts, in the future, the United States will continue to receive immigrants from many different countries with many different social and economic backgrounds. This, combined with the continued growth in the diversity of the nation's population, is likely to make our current use of the term "minority" obsolete. One diversity expert stated that "[a]ll the major minority groups, such as African Americans, Asians, and Hispanics, will continue to increase their share of the total population. These demographic developments will continue to make the marketplace and the workforce of the future more diverse."

Increase in Globalization of Corporations

Increase in globalization of corporations (83%) was another future trend that was frequently mentioned by the diversity experts. According to the experts, more United States corporations in the future are going to expand internationally. Increased globalization mean that U.S. firms will have to compete with companies from around the world. The globalization of U.S. corporations will raise new challenges in training people to deal with customers and suppliers around the world. The diversity experts felt that organizations will have to fully utilize the talents of employees from all parts of the world in order to remain competitive. Employees working together in the future will be less alike with respect to gender, cultural background, and age. All these factors suggest that U.S. corporations will be faced with an even more diverse workforce. Increasing global competitiveness will make the effective management of diversity extremely important. Overall, the increase in globalization of corporations will lead to a more global workforce, marketplace, and economy.

Diversity a Business Issue

Diversity will become more of a business issue (67%) was also identified as a future trend. The experts indicated that, in the future, diversity will become more of a business issue rather than a legal or social responsibility or moral issue and will be more closely linked to competitive strategies. More organizations will utilize diversity strategies to create a competitive advantage. According to the diversity experts, diversity efforts linked with competitive strategies will assist organizations in increasing market share, introducing new products, improving customer service, reducing cost, becoming more

efficient, and increasing productivity. The experts also felt that as diversity strategies become more important in implementing parts of the organization's strategic plan, there will be more pressure for accountability and measurement. Therefore, in the future, more focus will be placed on evaluating the effectiveness of diversity initiatives.

Diverse Work Teams

Diverse work teams will be a reality in organizations (58%) was another future trend that was frequently mentioned by the diversity experts. According to the experts, as the world competition increases and U.S. corporations compete in the global marketplace, diverse work teams will become a reality. In response to the increase competition created by globalization, many U.S. corporations will need to form work teams as a competitive strategy. In order for U.S. corporations to become world-class, competitive organizations that produce quality products and services, they will need to have effective work teams. These work teams will likely consist of people who differ in race, ethnic background, gender, age, sexual orientation, and other dimensions. Well-managed diversity will lead to effective work teams that trust, understand, and value one another. Employee diversity offers the potential for increased innovation and creativity when it is managed effectively. Developing cooperative and committed work groups in which diversity is respected and supported will be a major task of corporations in the future.

Increased Involvement of Senior Managers in Diversity Issues

Increased involvement of senior managers in diversity issues (58%) was another future trend frequently mentioned by the diversity experts. The experts felt that senior managers in the future will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive. According to the diversity experts, a corporation's success will increasingly be determined by its managers ability to utilize the full potential of a diverse workforce. Therefore, the experts believed that senior managers in the future will take on the challenge posed by greater workforce diversity by becoming more competent in diversity issues that are vital to their organization's success. They will see diversity strategies as essential for continued success in tapping the full potential of a diverse workforce and in remaining competitive.

Minorities Will Make More Money

Another future trend that was frequently mentioned by the diversity experts was that minorities will make more money (50%). According to the experts, minorities in the future will make more money and spend more money. Diverse consumers will be able to afford more and will be willing to pay more for what they want. This increase in wealth among minorities will empower diversity and will give an economic voice to underlying differences in ethnicity, culture, gender, religion, and so forth. The experts indicated that as diverse customers' incomes increase, they will buy more products and services that cater to their identity and values. They will want to see themselves and their values in the products and services that they buy and in the organizations from which they buy them. This will have a tremendous impact on the marketplace.

Managers Deal with Backlash

More managers will face the challenge of dealing with backlash (50%) was another future trend that was frequently mentioned by the diversity experts. The diversity experts believed that as demographic changes bring more and more diversity, managers will face the challenge of dealing with backlash. Management will have to learn how to deal more effectively with employee's unique circumstances and needs and learn how to reduce friction between people from different background in order to avoid potential backlash and loss in productivity. According to the experts, backlash is a barrier to fostering diversity and the challenge of diversity efforts includes keeping backlash under control to hold its disruptive impact to a minimum.

Diversity Training Integrated

Diversity training will be integrated with other types of training (50%) was another future trend that was frequently mentioned by the diversity experts. The experts felt that diversity training in the future will continue to be an essential diversity strategy to help organizations maximize the full potential of all employees. However, they believed that in the future diversity training will be integrated with other types of training such as employee orientation, team building, leadership, management development, performance evaluation, career development, and customer training.

In summary, all of the experts agreed that in the future, diversity efforts must continue in order for organizations to tap the talents of all employees and to remain

competitive. They felt that leaders who fail to value and effectively manage diversity now will cease being leaders in the future. Organizations that refuse to accept these changes will be at a great disadvantage. One expert stated that "[d]iversity efforts in the future will have a broader focus and will have the potential to play a more significant role in solving the problems that plague organizations and society as a whole."

CONCLUSIONS

The results of this study led to the following conclusions:

- The major barriers that have inhibited the employment, development, retention, and promotion of diverse groups in the workplace can be categorized into two types. The first type of barrier is organizational in nature and comes from the workplace environment. The second type of barrier is individual and comes from the employees themselves.

- The six organizational barriers which are most likely to inhibit the advancement of diverse groups in the workplace are (1) negative attitudes and discomfort toward people who are different, (2) discrimination, (3) prejudice, (4) stereotyping, (5) racism, and (6) bias.

- The six individual barriers that are most likely to inhibit the advancement of diverse groups in the workplace are (1) poor career planning, (2) inadequate skill preparation, (3) lack of organizational political savvy, (4) lack of proper education, (5) low self-esteem, and (6) poor self-image.

- Diversity should be defined in the broadest sense in order to include all the different characteristics that make one individual different from another. Also, another reason for making the definition all-inclusive is that it recognizes everyone as part of the diversity that should be valued.

- The six factors most likely to influence diversity in the workplace are (1) demographic changes, (2) global marketplace, (3) economics, (4) comfort with being different, (5) a diverse customer base, and (6) Equal Employment Opportunity and Affirmative Action programs.

- The four major reasons that organizations manage diversity are (1) to improve productivity and remain competitive, (2) to form better work relationships among employees, (3) to enhance social responsibility, and (4) to address legal concerns.

- The six best strategies for managing diversity are (1) training and education programs, (2) organizational policies that mandate fairness and equity for all employees, (3) mentoring programs, (4) performance appraisal systems that are nondiscriminatory, (5) outreach programs, and (6) career development programs.

- Other important recommendations for managing diversity are to obtain top management support, to integrate diversity into all company functions, to use a combination of strategies, and to create a corporate culture that supports diversity.

- Diversity training needs to begin with increasing awareness of what the concept of diversity is and why it is important. The skill training, then, should provide the specific information needed to create behavior changes that are required to effectively manage and work within a diverse workforce. Then, application strategies and support needs to be provided so that diversity awareness and skills can be applied to improving work performance.

- The major goals of diversity training are to increase organizational effectiveness and personal effectiveness.

- The ten components of an effective diversity training program are (1) commitment and support from top management, (2) inclusion as part of the organizational strategic plan, (3) meeting the specific needs of the organization, (4) utilizing qualified trainers, (5) combining with other diversity initiatives, (6) mandatory attendance, (7) creating inclusive programs, (8) providing trust and confidentiality, (9) requiring accountability, and (10) conducting evaluation.

- The future trends related to diversity include the following: Society will become more diverse and, therefore, the workforce and the marketplace will become more diverse; there will be more globalization of corporations, which will lead to a more global workforce, marketplace, and economy; diverse work teams will be a reality in organizations; diversity will become more of a business concern than a social concern and be more closely linked to competitive strategies; diverse populations will make more money and spend more money and this increase in wealth will

empower diversity; senior managers will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive; more managers will face the challenge of dealing with backlash; and diversity training will be integrated more with other types of training.

DISCUSSION

In recent years, the world of work has become increasingly complex. New technologies, global markets, and especially workforce diversity have all added to this complexity. Organizations that do not manage diversity effectively will not be able to utilize the full potential of their diverse workforce. They will not be able to survive and grow under these increasingly complex conditions and will not become world-class, competitive organizations that produce high quality products and services (Fernandez, 1993).

Although the results of this study and the literature (Fernandez, 1993; Harris, 1994; Hayles, 1996; Morrison, 1992; Simons, 1992; Thiederman, 1991) indicate that there are enormous benefits to effectively managing diversity in organizations, there are still many barriers that first must be resolved before the advantages can be reached. One of the fundamental findings of this study is that there are still a significant number of barriers that continue to restrict the opportunities and advancement of diverse groups in the workplace. These barriers were categorized as organizational and individual barriers. The organizational barriers were those coming from the workplace environment and individual barriers were those coming from the employees themselves. The findings of this study seem to indicate that both organizational and individual barriers can be equally detrimental to the advancement of diverse groups. Minorities are more likely to be aware of organizational barriers than individual barriers (Jackson & Associates, 1992; Morrison, 1992; Thiederman, 1991). However, it is essential that minorities carefully assess and identify the barriers that they set for themselves and work on resolving them. It is also important to keep in mind that organizational and individual barriers are interrelated and that many individual barriers emerge as a result of organizational barriers. Since both types of barriers affect each other, it may be difficult to deal with them separately.

The barriers identified by the participants in this study are similar to those found in many other studies (Catalyst, 1993; Fernandez, 1993; Hanover, 1993; Henderson, 1994; Jamieson & O'Mara, 1991; Morrison, 1992). Determining what concerns and barriers are the most critical to the organization's employees is an important part of moving forward and one of the first steps in effective diversity efforts. Although the specific barriers to advancement vary from one organization to another, their effect is the same. Barriers that prevent minorities from advancing deprive any organization of utilizing the full potential of its workforce.

The diversity experts in this study defined diversity extremely broadly to include all types of differences. This is very suitable in that it includes and considers everybody as part of the diversity that should be valued. According to Johnson (1995), a broad definition of diversity goes beyond protected-class differences because all employees bring their differences, including a variety of group-identity differences, to the workplace. A broad definition moves workplace diversity issues beyond an "us versus them" struggle to focus on utilizing and maximizing diversity to accomplish both individual and organizational goals. It provides an overarching goal for a unifying focus. Carnevale and Stone (1995) also confirmed that organizations' diversity efforts are more effective when they are inclusive and when they focus primarily on interacting in the present rather than on accusations about injustices of the past. Even though defining diversity broadly seems to be the best way, it may also be appropriate for organizations to define diversity according to their specific problems and needs. Others argue that attempts to cover all differences may weaken current efforts to reduce racism and sexism in our society (Morrison, 1992; Thiederman, 1991). Based on her workforce diversity research, Tomervik (1995) concluded that there is no one definitive definition that fully describes the broad range of differences diversity includes, the evolutionary nature of the process it represents, and the far-reaching impact it has on individuals and organizations.

This study identified the major factors influencing diversity. As a result of these factors, many organizations are changing their cultures and beginning to apply more emphasis to valuing and managing diversity mainly because they are better understanding the significant role that diversity will play in their future competitive and organizational success (Finney, 1989; Griggs, 1995; Jackson, 1991; O'Hare, 1993).

When taking into consideration the changes in society and the workforce, it is easy to understand the significant role that diversity will play in the future competitive and organizational success. Regardless of whether one looks at diversity as a demographic, global, economic, societal, workforce, or consumer marketing issue, these changes can not be disregarded. According to the study participants, the character of American society and the workforce is changing and is expected to change significantly in the future. All these changes will direct many organizations to explore the business implications for managing diversity in the workplace.

This study also examined the reasons that organizations manage diversity. This study found that the major reason for managing diversity was to improve productivity and remain competitive. This finding is consistent with other studies in the literature. Finney (1989) examined the reasons several companies of various sizes implemented diversity programs. What she found was that these companies did not implement their diversity programs merely because it was the social, legal, or in thing to do. They did it because it was the right thing to do for their company's needs, circumstances, and philosophy. These companies developed diversity programs to address the needs of their workers, satisfy the demands of their competitiveness, or fulfill the requirements of their role in the community. Similarly, Work (1993) noted that while the needs for managing diversity may appear to grow mainly out of notions of social and economic "fairness" and "morality," the clear and central need for effectively managing diversity is maintaining and improving corporate productivity and profitability in national and global competition.

According to Thomas (1992), organizational participants are willing to accept change related to diversity only if the potential benefits are clear and worthwhile. Thomas (1992) further noted that diversity, being a business issue, does not mean that it no longer has legal, moral, or social implications; rather, awareness of the business implications is necessary for sufficient motivation to implement strategies for managing diversity.

Perhaps, the simplest and the strongest rationale for managing diversity stems from the potential to increase productivity among all workers, especially among those groups of workers that have historically been underrepresented and underutilized. Examples of these groups include women, people of color, people with physical disabilities, older workers, and gay or lesbian employees (Ehrlich & Garland, 1988; Morrison & Von Glinow, 1990; Stewart, 1991).

During the last decade, many organizations have responded to the increase in diversity with a variety of strategies designed to manage diversity in the workplace. This study has identified the six best strategies for managing diversity, and they can be used by human resource development professional for benchmarking. However, the literature seems to indicate that not all organizations should approach the issue of managing diversity in the same manner, especially since diversity needs are going to vary greatly among organizations. Although there are a wide range of approaches and strategies for managing diversity, there is no single approach or strategy that can be recommended for all organizational situations. However, even though there is no strategy that contains all the necessary ingredients for success in managing diversity, the following recommendations given by the study participants can be used with any strategy to more successfully managing diversity: obtain top management support; integrate diversity into all company functions; use a combination of strategies; and create a corporate culture that supports diversity.

Although organizations are using a broad range of initiatives in their efforts to manage diversity, training is one of the most widely used strategies in effectively managing diversity in the workplace. The definition for diversity training varies from organization to organization and many times the way the organization defines diversity training is heavily influenced by the way the concept of diversity is understood in the organization (Wheeler, 1994). According to the study participants, diversity training should include awareness, skills, application, and support. Numerous authors have acknowledged that potential benefits of training will not be likely to occur unless trainees return to a supportive environment for applying what they have learned (Goldstein, 1991; Hanover, 1993; Morrison, 1992).

This study identified the components of effective diversity training programs. These components can be used by HRD professionals as guidelines for comparison or in the development of diversity training programs in their organizations. The results of this study confirm previous research, namely, that success of diversity training depends on many organizational features, especially commitment and support from top management (Dutton & Ashford, 1993; Morrison, 1992; Noe & Ford, 1992; Scott & Meyer, 1991; Wheeler, 1994). This raises the important question of what HRD professionals might do to insure and maintain top management support in firms where training is already being conducted as

well as how they might "sell" diversity training to top management when they feel it is needed (Dutton & Ashford, 1993).

Identifying the specific needs of the organization was also stated as a component of an effective diversity training program. Ideally, companies should conduct a needs assessment to identify the particular diversity needs within the content of their organizational goals. This is particularly important since diversity needs are going to vary greatly among companies. For example, a company in northern Illinois is going to have very different needs than a company in Miami, Tucson, or Los Angeles. This is a result of the workforce makeup. According to Simons (1992), every organization has a culture of its own, shaped by the people who founded it and staff it. Therefore, a critical challenge of diversity training is to understand the organization's needs and to develop objectives that meet those needs.

The results of this study indicate that, to be effective, diversity training should be integrated with the organization's education and training systems, combined with other diversity initiatives within the organization, and also delivered to all employees including top level managers.

Selecting a trainer is a very important decision that can have an impact on the effectiveness of the diversity training. Although there is not one model of what constitutes a good diversity trainer, this study has identified many professional/academic skills and personal/interpersonal skills necessary for an effective diversity trainer. These results of the study are consistent with the findings of other studies (Caudron, 1993; Thiederman, 1991; Wheeler, 1994).

This study found that a clearly focused evaluation plan that includes accountability is a necessity for an effective diversity training program. Other authors have also emphasized the importance of conducting diversity training evaluations. According to Morrison (1992), diversity training outcomes should be emphasized because, if they are not measured, it is possible that "well-intentioned diversity efforts can cost an organization a great deal of time and money and yet not create any significant, lasting change" (p. 230). Rynes and Rosen (1995), based on their research, found that more successful diversity training programs are associated with long-term follow-up evaluations of training. Evaluation brings the organization to a place where it can see its successes and then create a

re-vision for the future, with new goals and implementation initiatives. Evaluation is an on-going process and is critical to the success of any diversity initiative. According to these authors, without concrete information about a program's strengths, weaknesses, and impacts, it is impossible to improve content and delivery. Evaluation is also a way to fight critics (Jackson & Associates, 1992), and its results may provide support for continuing with diversity programs (Lublin, 1995). According to Cox (1993), the principal aspect of follow-up diversity training is to establish accountability.

According to the experts in this study, diversity will become more and more important because society will become more diverse and, therefore, the workforce and the marketplace will become more diverse; there will be more globalization of corporations, which will lead to a more global workforce, marketplace, and economy; diverse work teams will be a reality in organizations; diversity will become more of a business concern than a social concern and be more closely linked to competitive strategies; diverse populations will make more money and spend more money and this increase in wealth will empower diversity; senior managers will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive; more training professionals will face the challenge of dealing with backlash; and diversity training will be integrated more with other types of training.

The findings of this study seem to indicate that diversity training in the future will not be conducted in isolation but more as an essential component of other types of training. However, this does not necessary mean that it will lose its importance. It may lose some of its visibility, but it is likely that it will increase in importance because it will be part of many other types of training programs and strategies. Because of this, it is possible to infer that all organizational trainers will have to be prepared to deal with diversity issues. Consequently, trainers will have to develop not only the necessary content knowledge and skills but also acquire the necessary knowledge to deal with diversity issues.

The task of managing diversity in the future, as the diversity experts have indicated, may not be an easy one, especially with the potential for increase in backlash. History has shown that the struggle for greater inclusiveness of all people has not been easy. Civil right laws, political events, and wars all attest to this difficulty. Recent attacks on Affirmative Action provide new evidence that diversity remains a controversial topic (Nemetz &

Christensen, 1996). What this means is that HRD professionals need to be prepared to deal with the inevitable possibility that not everyone will accept diversity as a worthwhile goal.

The movement of managing diversity in the workplace is at a critical stage. Organizations of the future will need to develop systematic efforts for managing diversity. These organizations will need to connect their diversity efforts to organizational needs and business objectives through needs assessments and developing measures for feedback and evaluation of their efforts. A long-term perspective and integration with other organizational change efforts will be needed in order to ensure that diversity becomes an effective corporate strategy.

IMPLICATIONS AND RECOMMENDATIONS FOR HRD PROFESSIONALS AND OTHER CORPORATE LEADERS

The results of this study indicate that diversity training in the future will become more integrated with other types of training. This means that HRD professionals and other corporate leaders will have to be able to effectively link diversity training to other types of training such as management development, new employee orientation, team building, and so on. Therefore, HRD professionals will have to be able to plan, develop, implement, and evaluate diversity training even when they may not be directly delivering this specific type of training. In addition, as demographic changes continue to make the workforce more diverse, HRD professionals will have to not only be able to incorporate diversity training with other types of training but also effectively interact and provide education and training to trainees who are diverse. Another responsibility HRD professionals may have is to teach trainers to incorporate diversity concepts and principles into their training programs. This means that diversity will have to be an important aspect of train-the-trainer programs. In sum, the results of this study lead us to conclude that HRD professionals will have to master the field of diversity in order for them to be able to link it to other types of training; apply it to their specific training programs; and teach it to trainers so that trainers, in turn, can be able to apply it and link it to their training programs.

Another finding of this study is that diversity training should not be conducted in isolation and should not be provided as the sole strategy for addressing diversity. The

diversity experts suggested to have diversity training linked with the organization's strategic training plan and the strategic corporate plan in order to more effectively address the organization's training and business concerns. This means that, to have successful diversity training programs, HRD professionals, first of all, should develop a strategic training plan based on the corporate strategic plan. To accomplish this, HRD professionals will have to be able to communicate the importance of having diversity training linked to the corporate strategic plan as well as other training programs within the organization. Corporate leaders will also have to consider the training unit or HRD department when developing the strategic plan for the organization. In short, corporate leaders and HRD professionals will have to work together to develop coordinated strategies to effectively address diversity.

The diversity experts identified needs assessment and evaluation as essential components that contribute to the effectiveness of diversity training programs. This means that HRD professionals need to understand the role of both processes in the success of diversity training. This also implies that they need to have knowledge and skills to develop and implement the needs assessment and evaluation processes. Specifically, this means that HRD professionals need to know how to plan data collection, identify sources of information, develop data collection instruments, analyze information gathered, and report findings. Most important, though, would be to make use of the information gathered to improve diversity training programs. Corporate leaders must also understand the value of conducting needs assessment and evaluation and therefore allocate resources for conducting these processes.

Diversity is a relatively new topic in the field of HRD; therefore, many HRD professionals will need to acquire the skills and knowledge required to implement a successful diversity training program. According to the diversity experts in this study, some of the skills needed include the ability to understand different cultures, understand other's diversity issues as well as their own, handle conflict and hostility while remaining neutral, respect differences, and utilize an inclusive philosophy. Having these competencies will not only be an advantage for the HRD professionals themselves but also for the organizations that employ them.

IMPLICATIONS AND RECOMMENDATIONS FOR HRD EDUCATORS AND PROGRAMS

The results of this study indicate that the demographic developments will continue to make the American society, the marketplace, and the workforce more diverse in the future. This implies that college departments offering HRD programs will have to provide their students with the knowledge and skills necessary to succeed in a very diverse society and workforce. To accomplish this, at least one course on diversity should be required for students specializing in HRD.

In addition, to be fully prepared to deal with the increasing demographic changes reflected in the diverse workforce, students specializing in HRD should be offered courses with various components of diversity. This means that educational institutions offering HRD programs need to modify their curricula and add diversity components to the courses they offer. For instance, the courses on instructional design should add a unit on diverse learning styles. HRD students have to be educated on the variety of learning styles and how people from different lifestyles and ethnic backgrounds learn better. Another example could be a course on team development, which could include at least one unit on diverse work team issues such as different styles in decision making and problem solving.

Human Resource Development college programs that have been largely white male dominated need to make efforts to recruit not only diverse students but also diverse faculty. In order to reflect what is currently happening in American society, HRD department leaders will have to make efforts to bring different perspectives to their departments. Having a diverse faculty and student body will help students better deal with the diversity that is in the workplace. This will also help in recruiting more diverse HRD students, which will assist in bringing a multicultural perspective to the HRD field. Having a diverse faculty and student body is a way of practicing diversity as a reality.

RECOMMENDATIONS FOR FURTHER RESEARCH

Many authors have suggested that research on workplace diversity is limited (Battaglia, 1991; Cockburn, 1991; Cox, 1990; Harbeck, 1992; Morrison, 1992; Rossett & Bickham, 1994; Rynes & Rosen, 1995). Despite the rapid growth of diversity training programs (Rossett & Bickham, 1994), little research has been conducted to assess their impact. It is important to measure the impact and effectiveness of diversity initiatives in order to identify strengths and weaknesses and make improvement (Kaufman, 1994; Lunt, 1994; Lynch, 1994; Rossett & Bickham, 1994; Thomas, 1991).

The methodologies necessary for adequate evaluations of training programs have received considerable attention in the training literature (Bunker & Cohen, 1977; Kirkpatrick, 1996; Latham & Saari, 1979; Wentling, 1980); therefore, these techniques could be used in research related to evaluation of diversity training programs.

Human resource development professionals are impeded by the almost complete absence of empirical research showing that diversity actually represents a definite or potential competitive advantage in organizations. In fact, little research has been conducted to date examining the factors relating diversity to job performance. The limited evidence to date suggests that diverse workforces are likely to incur short-term costs, although such costs may eventually be recouped or surpassed by longer-term benefits (Kanter, 1977; Watson, Kumar, & Michaelsen, 1993). The general point, however, is that human resource development professionals would have a far easier time "selling" diversity or making diversity training successful if they were supported by a stronger research base linking workforce diversity to various interventions and outcomes (Cox, 1993; Cox, Lobel, & McLeod, 1991; Tomervik, 1995; Watson, Kumar, & Michaelsen, 1993)

Further research could also be conducted to determine the effectiveness of collaboration between business organizations and educational institutions in addressing diversity. According to Bolman and Deal (1991), "Public schools and private corporations need to understand and help each other if they are to solve their shared problem of ensuring that the members of each new generation acquire the skills, knowledge, and understanding that will enable them to lead productive and rewarding lives" (p. xix).

Future research could be conducted to identify the current training programs that are being offered jointly through corporations and educational institutions. This kind of study could establish the foundation for a basic diversity training curriculum, which could be used to better prepare future managers and corporate educators.

Other recommendations for further research include the following: continue to explore the demographic changes in our society and tie them more closely to global changes; identify which strategies are particularly effective in obtaining top level management support for diversity efforts; determine how a good diversity manager differs from a typical good manager; and explore the impact of diversity training of various duration, context, and design.

A limitation of this study was that information was provided by a selected group of diversity experts. This is potentially problematic because members of different groups have been found, on average, to perceive diversity related issues in different ways (Fernandez, 1993; Tsui, Egan, & O'Reilly, 1992). There is a possibility, for example, that diversity experts are more optimistic about diversity issues. Additional research from multiple perspectives is necessary to address current and future trends of diversity in the workplace. Further research could also target a sample of companies that are known to be conducting diversity initiatives and are also intensively evaluating their effects. However, as the literature suggests, there are very few organizations that are likely to meet this criteria (Cox, 1993; Hanover, 1993; Morrison, 1992; Rynes & Rosen, 1995; Thiederman, 1991; Tomervik, 1995)

Additional research in the field of diversity will add to the understanding about the impact of diversity efforts and provide a feedback mechanism that will allow future efforts in this area to more fully meet its intended goals and objectives.

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